



US Army Corps
of Engineers®
Nashville District

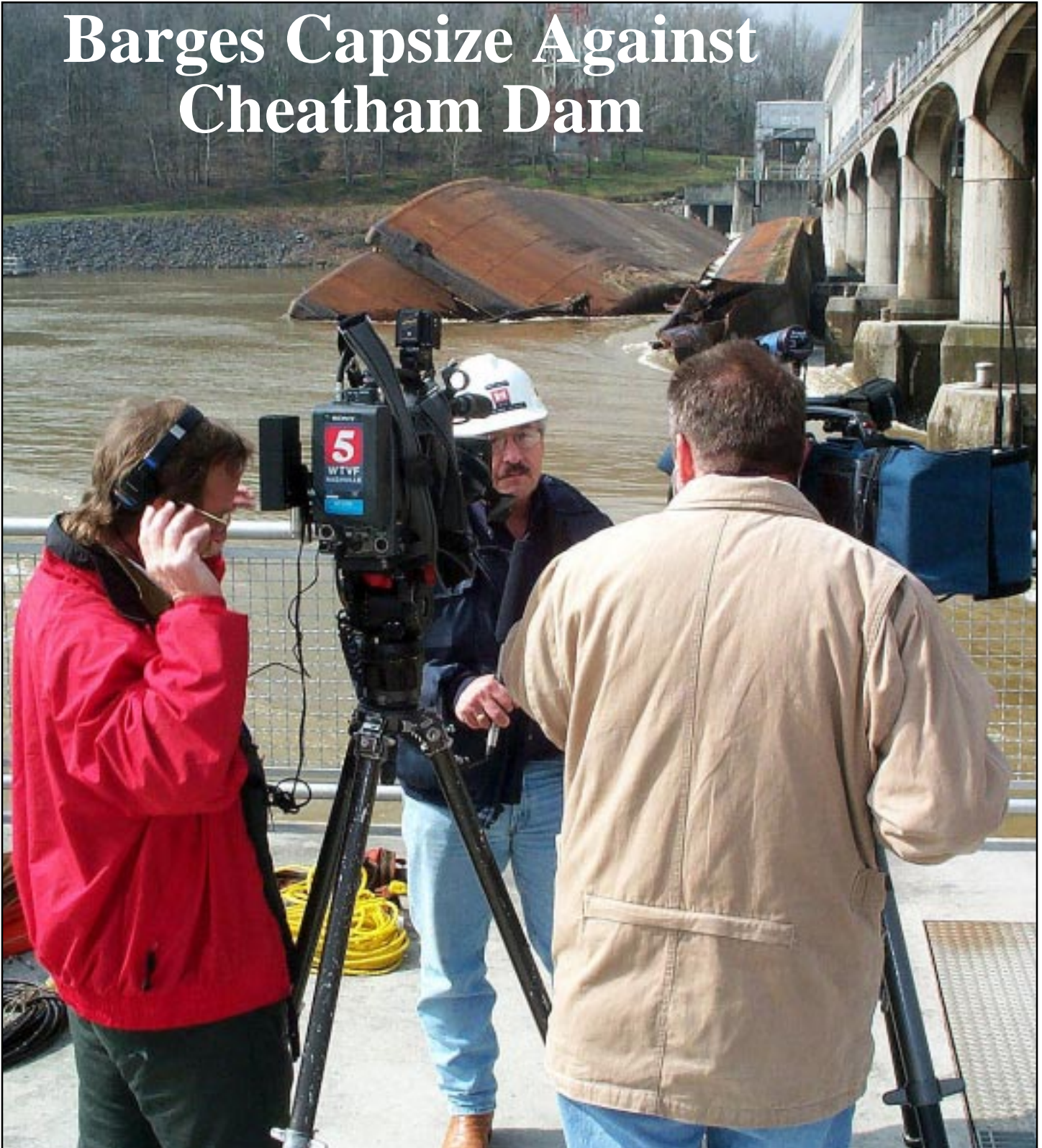
DistrictDigest

Volume 102, Number 4

Respected-Responsible-Reliable

April 2002

Barges Capsize Against Cheatham Dam



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Security Reminder

As required in memorandum, CEPM-ZC, subject: Certification of Telecommunications Security Monitoring Notification Procedures, dated 28 May 97, all Nashville District employees are reminded of the following:

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On the Cover

Operations Chief Mike Enschede responds to questions from two television reporters as four overturned barges rest against Cheatham Dam March 20.

Photo by Ed Evans

DistrictDigest

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Circulation

IMO (Mail Center)

The District Digest is an unofficial publication authorized under the provisions of AR 360-81. It is designed through desktop publishing and printed by offset process for the Nashville District, U.S. Army Corps of Engineers. Circulation is 1,600.

The editorial views and opinions expressed are not necessarily those of the U.S. Army Corps of Engineers or the Department of the Army.

The District Digest is printed monthly and is a Command Information publication of the Nashville District, U.S. Army Corps of Engineers.

Articles, photographs, and other contributions are welcomed and encouraged. The editor reserves the right to make editorial changes to all material submitted for publication.

Story ideas and articles may be submitted to P.O. Box 1070, Nashville, TN 37202-1070. Details may be obtained from the editor at (615) 736-7161.

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Information about the Nashville District may also be found on the District's homepage at: <http://www.lrn.usace.army.mil>.

Lieutenant Colonel Steve Gay

The Bottom Line

Hello Nashville District, my name is Steve Gay. I am the commander of the Nashville District of the U.S. Army Corps of Engineers. I lead a team of over 800 professionals dedicated to delivering water resource related projects of federal interest to the communities of the Tennessee and Cumberland River basins. Our primary focus is on projects related to navigation, flood control, hydropower, environmental stewardship, recreation, and emergency response. The Nashville District is dedicated to making a difference in the lives of everyone we serve.

Hopefully, you already know who I am and that I just recited my 30-second commercial. Congratulations and thanks to the many of you who have already developed your own 30-second commercial. If you don't remember your 30-second commercial or have never had one, that's not good. If you don't know what I'm talking about, that's even worse. The Chief of Engineers, Lieutenant General Bob Flowers, has tasked all of us to develop our own 30-second commercial describing who you are and what you do. Trust me, this is not a gimmick. Recently at a reception on Capital Hill in Washington, DC, LTG Flowers approached our very own Carol Warren and after delivering his 30-second commercial, asked Carol for hers. Thankfully Carol immediately responded with a well thought out and rehearsed 30-second commercial, no doubt saving me from doing pushups in front of about 30 congressmen. (*Thanks again Carol!*) The point of my writing about this now is not to get out of doing pushups, this is important to the Corps. Think about it, if somebody comes up to you in the airport or on a job site and says, "Who are you and what do you do?" and you respond positively and proactively and demonstrate the pride you feel in who you are and doing the job you do, that sends a very powerful message to other people. People want to be associated and want to have a relationship with an organization that perceives itself to be pretty good, and I think we are. I guaran-

tee you will be proud of who you are and what you do the first chance you get to use your 30-second commercial!

The arrival of spring brings heavy showers and storms. One of the hazards with heavy rain is driving too fast causing your car or truck to hydroplane! This is when your vehicle speed does not give the tires enough time to remove water between them and the pavement. Typically, this can happen above the speed of only 40 miles/hour. So please, reduce your speed significantly and watch for ruts in the road where water can accumulate. Check your tires for adequate tread depth as well. The less tread depth you have on your tires, the easier it will be to hydroplane. The District and your families need you to arrive safely!

As always, I would like to recognize just a few of the many acts of teamwork demonstrated throughout the District in the last month. By now you have all heard, read about, or experienced the barge incident at Cheatham Dam on March 20. Cheatham Lock, Power and Resource



Management, Ops, E&C, PAO, Safety, Security, Ingram Barge Company, and local authorities came together as a team to ensure we safely resolved the incident in a timely manner. Thanks also to: the many people it took to ensure the District had a successful Women's History Month Program, those who properly managed and reacted to the March flood events, those who made the LEAD class a complete success, the individuals who orchestrated the Gerry Barnes visit, and those who coordinated and executed the District Gap Analysis offsite.

Thanks to all of you for your hard work. Please join me in my quest to have a good day...everyday and to make a difference! □

March Employee of the Month

Connie Hardeman, Security Officer for the Nashville District, was named Employee of the Month for March. Connie's effort to ensure the security and protection of District employees and facilities since our country was attacked on Sept. 11, 2001 has been remarkable.

Connie, and Security Assistant Elaine Bustillos, revised security operating procedures for all District facilities. Her professional liaison with the District's Emergency Operations Center, the Division's Security Staff, the U.S. General Services Administration (GSA), Ft. Campbell Military Intelligence, the FBI, local law enforcement, emergency response teams, and other District support staffs ensures that procedures and responsibilities are efficient, well understood, and supported by all. Connie

Hardeman exemplifies the U.S. Army values of loyalty, duty, respect, and integrity.

Senior Leaders select an Employee of the Month from among the many excellent employees identified by the District's chain of command. Selected individuals personify the seven Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In recognition of their significant contributions, the District Commander invites the Employee of the Month to lunch. Their name is also added to a plaque outside the Executive Office. □



Opportunities for Improvement – The “Other Side” of the Quality Process

by Christine Rossi

Last month's *District Digest* contained an article about the Nashville District strengths identified by Tennessee Quality Award examiners. That's just one part of the quality process. The Nashville District senior leaders also use several different sources of information to identify our weaknesses or “gaps”.

The annual Tennessee Quality Award self-assessment process, the annual U.S. Department of the Army (DA) employee survey conducted in September 2001, the District's employee survey conducted in January 2002, and other continuous improvement efforts provide a way for the District to determine not only how we can improve, but also how much previously emplaced strategies are actually improving the District.

People

On February 12 District senior leaders determined and prioritized these annual ‘opportunities for improvement’. On March 13 at the annual offsite at J. Percy Priest, the District leadership, plus members of the 2002 Leadership Development Program (LDP), determined which gaps to tackle and chose the best method to solve them. The following is a sample of the gaps discussed at the off-site:

IDPs and Training. There is no evidence connecting Individual Development Plans and the needs of our employees and the District. **Comment:** The new Automated Training Management Program (implemented by the 2001 LDP class) will develop a District training plan that focuses on District and employee needs.

Nashville Business Plan (NBP) Measurements. There are too many performance measurements and some are not tied to success. The District needs to refine what is really important. **Comment:** Dave Day began to consolidate, refine, and revise the current NBP measures and targets. At subsequent monthly Process Project Review Board (PRB) meetings, the District will track both current targets and Mr. Day's proposed targets, to test a new model prior to revising the plan for 2003.

After-Action Reviews (AARs). The process of reviewing District activities and events to determine what worked and what can be improved needs to be instilled in our culture to promote constant improvement. **Comment:** One of the two 2002 LDP teams chose solving this problem as their project.

Project Management Business Process (PMBP)

Awareness/Training. Training in the PMBP is a new initiative that needs to be implemented this year. **Comment:** There is a published schedule for the release and training of modules in the PMBP program. Project Management and Resource Management (training) will lead this effort.

General & Administrative (G&A) Office Performance Measures. There are no measures of success (present and future indicators) for any of the G&A Offices. **Comment:** Working with G&A Chiefs, Major Rich Shelton will solve this gap.

Coordinated Succession Plan. Succession plans throughout the District are not standardized or coordinated. Office and Division Chiefs have different ideas about what constitutes a succession plan.

Comment: One of the two 2002 LDP teams chose solving this problem as their project.

Promotion process. Many District employees misunderstand the process. **Comment:** There is a need to educate employees about the process and refresh supervisors on how the system works. The District will use quarterly supervisor training sessions to clarify and explain the process.

Exit Interview. The District needs a system to capture thoughts and ideas from employees who leave the District. **Comment:** The District will make this a part of District-wide succession planning. Equal Opportunity (EO) will research current practices in other districts.



Community Involvement. “Community involvement delivers long term partners” and the Nashville District is not very proactive. **Comment:** The Employee Volunteer Ad Hoc Committee presented a progress report. This team will make recommendations to senior leaders on the framework for a District-wide community involvement program and appropriate follow-up efforts.

“Cube Farm” workspace. Many District office workspaces are not private and not conducive to working with customers. **Comment:** The Commander stressed the importance of proper working conditions and tasked each senior leader with ensuring they do everything possible to make improvements with available resources.

The Nashville District is healthy and successful because we continue to build upon our strengths and always humbly address our shortcomings. Since beginning the self-assessment process in 1998, we have realized substantial improvements in the way we do business as a result of this continuous quality improvement cycle. □



Corps Adopts Seven Environmental Operating Principles

Story and Photo by Dave Treadway

The U.S. Army Corps of Engineers has reaffirmed its commitment to the environment by developing "Environmental Operating Principles" that apply to all its decision-making and all programs.

These principles foster unity of purpose on environmental issues, reflect a new tone and direction for dialogue on environmental matters, and ensure that employees consider conservation, environmental preservation and restoration in all Corps activities.

Process

Environmental sustainability can only be achieved by the combined efforts of federal agencies, tribal, state and local governments, and the private sector, each doing their part, backed by the citizens of the world. These principles help the Corps define its role in that endeavor.

Chief of Engineers Lt. Gen. Robert

Flowers says the principles provide the Corps direction on how to better achieve its stewardship of air, water and land resources, while demonstrating the connection between water resources, protection of environmental health and the nation's security.

By implementing these principles, the Corps will continue its efforts to develop the scientific, economic and sociological measures to judge the effects of its projects on the environment and to seek better ways of achieving environmentally sustainable solutions.

These principles are consistent with the National Environmental Policy Act, the Army's Environmental Strategy with its four pillars of prevention, compliance, restoration and conservation, and other environmental statutes and Water Re-



Workers test water in Powell River Watershed

sources Development Acts that govern Corps activities. They will be integrated into all project management processes.

The seven principles are:

- 1) Strive to achieve environmental sustainability. An environment maintained in a healthy, diverse and sustainable condition is necessary to support life.
- 2) Recognize the interdependence of life and the physical environment. Proactively consider environmental consequences of Corps programs and act accordingly in all appropriate circumstances.
- 3) Seek balance and synergy among human development activities and natural systems by designing economic and environmental solutions that support and reinforce one another.
- 4) Continue to accept corporate responsibility and accountability under the law for activities and decisions under our control that impact human health and welfare and the continued viability of natural systems.
- 5) Seek ways and means to assess and mitigate cumulative impacts to the environment; bring systems approaches to the full life cycle of our processes and work.
- 6) Build and share an integrated scientific, economic, and social knowledge base that supports a greater understanding of the environment and impacts of our work.
- 7) Respect the views of individuals and groups interested in Corps activities, listen to them actively, and learn from their perspective in the search to find innovative win-win solutions to the nation's problems that also protect and enhance the environment. □

Mayor Says "Thanks"

The Middlesboro, Ky., flood damage reduction project was begun in 1998, cost \$33 million dollars to build and was finished last year and dedicated by Congressman Hal Rogers.

City of Middlesborough

MR. HICKMAN
Mayor

1000 S. 5th St.
Middlesboro, Kentucky 40288
606/248-3670
Fax 606/248-1001

March 21, 2002


Peggy Hansen
U.S. Corps of Engineers
500 Public Works
201 Hwy. 100
Nashville, TN 37203-1070

Dear Mr. Hansen:

We are writing to express to you and all of those in the Corps who were involved in the Flood Protection Project for the City of Middlesboro, our deep appreciation for your efforts. As you know, the areas surrounding us have been hit very hard during the past few days due to the massive amount of rain and, as a result, your flood protection project we would have experienced very heavy flooding.

Please pass this letter on to those there who had any part in helping us and again, we sincerely thank all of you for the assistance.

Sincerely,


Dan Hickman, Mayor
City of Middlesboro

Barges Capsize at Cheatham Dam Follow

Story and Photos by Ed Evans

It all happened so quickly the first indication most people had something was going wrong was the radio voice of the captain on the *Marge McFarlin*, yelling for his life-jacketed lookouts on the forward barges to get back to the boat. And race back they did.

It started out so easily, one towboat pushing 11 barges of coal, sand and one cement-filled covered barge upstream through Cheatham Lock, part of the U.S. Army Corps of Engineers system of locks and dams along the Cumberland River. Happens several times a day, every week, every month without incident.

But at 1 p.m. on March 20th the waters of the Cumberland River were running high after three days of solid rain. And they were running fast, 122,000 cubic feet per second. That's when the towboat and its eleven 230-ton barges, each with 1500 tons of cargo, were moving through the lock and into the current.

The loaded barges were tied together, three across, with steel

cable, leaving a slot in the back where the Ingram Barge towboat *Marge McFarlin* nestled to power the barges through the 800-foot Cheatham Lock.

All went as it should until the lead three barges began to clear the end of the lock short wall. The river, rushing at the barges and hurtling over to the right as it rushed to the open gates of Cheatham Dam, grabbed at the barges, pulling, shoving them off course and around into the current, and into the dam. Steel cables snapped, the rushing current had its way with the 230-ton barges and tumbled them into the face of the dam, one barge coming around and slamming into the lock wall flat on.

The *Marge McFarlin* was also pushed into the dam as the captain struggled to keep his craft from becoming crushed between the floating sledgehammers and the dam that had become their anvil. Still wired to the barges, he was immediately handicapped by the force of the current against the broad side of the barges, but managed to break free of the current and the



Officials from the U.S. Army Corps of Engineers, Ingram Barge Company, and the U.S. Coast Guard view the accident scene from high atop Cheatham Dam.

remaining barges in tow. He guided his craft to the west bank opposite the lock. The *Marge McFarlin* and its crew were safe and undamaged, a miracle in itself.

Cheatham Lockmaster Billie Boyd and her crew sprang into action, notifying emergency crews, moving to check on the captain and his crew, and performing a quick assessment of damage done and damage possibly ahead.

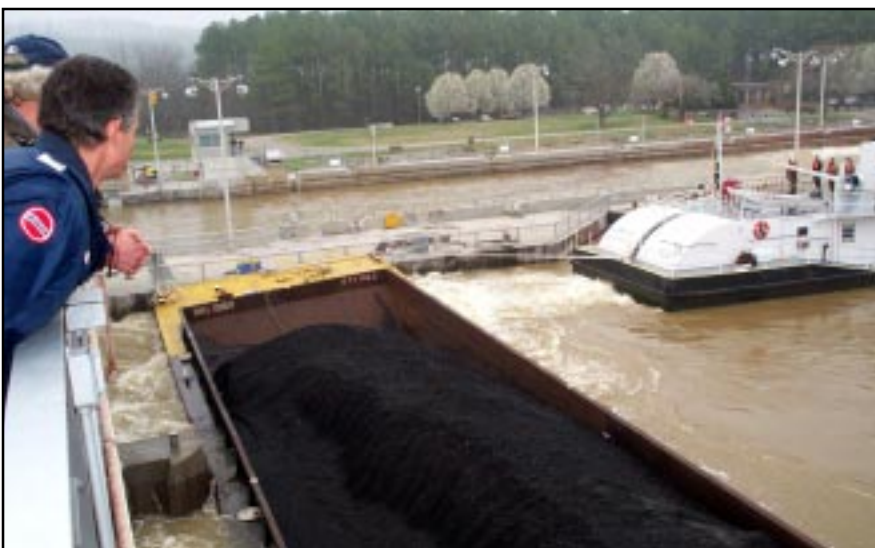
Locked into the corner of the dam face and the lock wall was a barge filled with coal and beside it the covered barge filled with dry Portland cement. The coal barge was beginning to list at one corner, but the cement barge stayed upright. Perpendicular to them was a sand-filled and two coal-filled barges, all intact. Immediately outside these three were two barges of sand floating diagonally from the lock wall.

Adjacent to these

seven, and closest to the power plant, were four more sand-filled barges jumbled together, still bouncing and banging around in the current. It wasn't long before the closest of the four to the dam gates was suddenly reared up on its side by the strength of the current rushing into the dam, and like a great whale went belly-up against its neighbor, causing that one to capsize, and then the third capsized. All three landed upside down on a still upright fourth barge, spilling their load of river sand back into the white-capped current. As the huge metal cargo carriers went through their gyrations and capsizing, wrenching steel screamed and moaned and punctuated the slamming sound of metal crashing into metal. Power Plant workers directly above ran to safety along the narrow catwalk. Crews along the lock wall backed quickly away and got to safety.

Finally, all that filled the air was the raging river again and crews once more moved quickly to assess the new situation.

Within minutes after the original event, emergency crews from Ashland City began arriving, along with Cheatham County Sheriff John Holder. The



Representatives from Ingram Barge Company and the Nashville District U.S. Army Corps of Engineers watch closely as a towboat slowly pulls a barge loaded with coal against the current away from the face of Cheatham Dam.

owing Heavy Rains

emergency crews prepared their equipment in case anyone had been hurt, and the Sheriff took over traffic control on the access road leading to the lock and dam. Operational specialists led by Mike Ensich, chief of Operations from the Corps of Engineers' Nashville District, were arriving to lend a hand, along with Coast Guard Boatswains Mate First Class John Schultz from Paducah, Ky., and Lawrence P. Hays, a representative from Ingram Barge's Nashville office.

Management and operations crews from Ingram Barge Company also arrived, began checking on their people, and then began planning how to move the remaining barges to safety. Video camera crews moved in from ABC, CBS, NBC and Fox TV. Photographers from the Nashville *Tennessean* and the *Ashland City Times* arrived. Calls from WLAC and WSM radio stations came into the Nashville District representatives. Between them they began to fill the airwaves with the tragedy that had happened at Cheatham Dam, and the miracle of no loss of life.

People

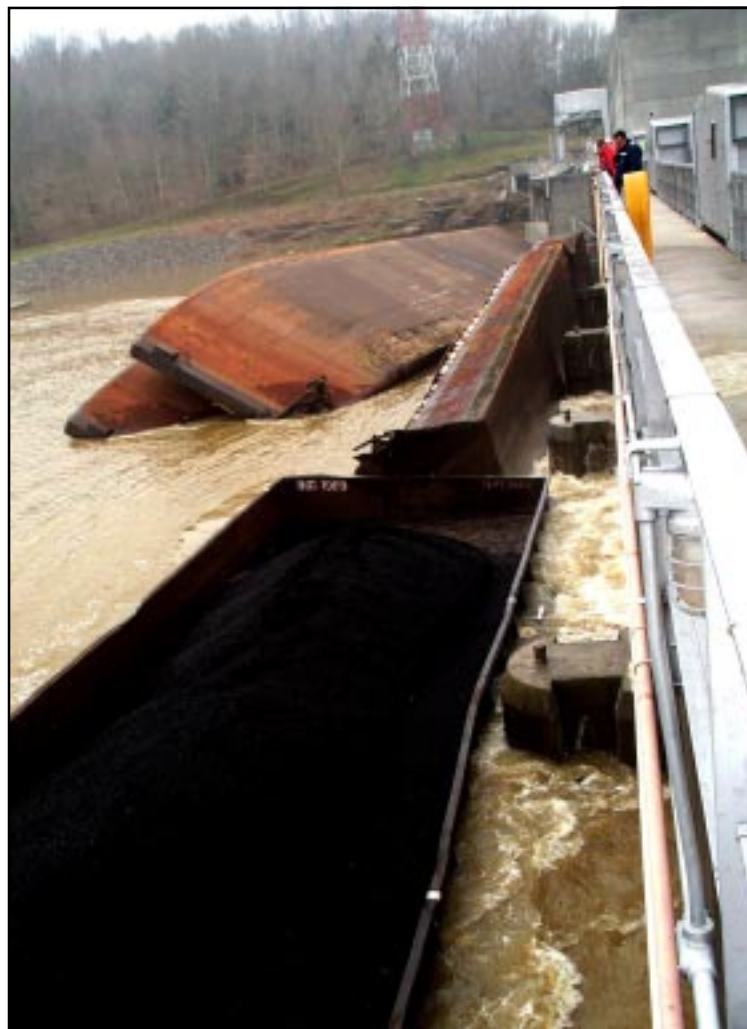
Through that Wednesday night and into Thursday the Nashville District and Ingram crews worked to take pressure off the face of the Cheatham Dam without damaging the seven gates. Floodwaters were still flowing through them fast enough to surf on. In the midst of this, the Corps' Cheatham Lock crew had to begin their flood protection measures because the restriction of flow caused the river level to rise sharply.

Ingram had called in two more towboats immediately, with calls to their fleet for two more. By Thursday morning, five towboats

were on site and a highly trained crew of river professionals had been at work through the night moving barges to safe moorings along the lock wall. Four towboats worked the barges on the upstream side of the dam while one towboat stationed itself in the downstream flow. This boat would be the "last resort". If anything, barge or boat, was sucked through the spillway gates — 45 by 60-feet when fully open — the mission of this boat was to stop the wreckage from flowing downstream where it might inflict damage.

Very early Thursday morning, the upright barge beneath the three capsized ones rolled, swept down and smashed into the cement barge on the starboard side, and then went bottom first into the dam. The cement barge now began to list where the rolling barge had ripped into it.

Of immediate concern to the river men that Thursday morning was the cement-filled barge. No one wanted a huge stone lying at the foot of Cheatham Dam. They had to move it away from the dam as soon as possible. Quickly but carefully the Ingram crews moved other barges away from the cement barge. It was now clearly taking on water. Part of the problem with moving it was that it was broadside to the current, and even though the massive gates behind it had now been partially shut to lessen the draw, still the current shouldered it into the face of the dam. The towboat crews had to move it carefully. If they pulled too quickly on one end, the other end could come around and slam the coal barge beside it into the gates on the dam face. But as gently as one can work in heavy current with 230-ton barges and their 1500-tons of cargo, the



Four capsized sand barges and a full coal barge rest against Cheatham Dam March 20.

towboat crews finally broke the current's hold on it and began moving it away from the dam, still listing badly in the water.

One coal barge remained glued to the dam by the current. Again the towboat crews cranked the mighty engines over ever so carefully, gently breaking the current's suction without slamming the other end into the spillway gates. And it began to move away, up river.

By Thursday afternoon, the worst was over. All that was left to do was to stabilize and move the remaining moored barges upriver and start them on their way to their original destinations.

The awkward rust-bottomed sculpture midway in the face of the dam would have to stay put for a while. The three capsized

barges atop the fourth were grounded for the present and there was small chance of further movement. Ingram had put out a call for salvage equipment from Pittsburgh and points upstream from Cincinnati, Ohio, but it would take a week to arrive.

The good news was that there would be no more rain for three or more days, according to weather forecasters, and the river water level was falling. Cheatham Lock, which had been closed after the incident due to high waters, opened for business again at 3:30 p.m. Thursday afternoon, and everyone went back to their regular duties.

"Another day on the river," said Coast Guard BM1 John Schultz. "Another day on the river." □

Retreat Allows Leadership Group to Focus

by Gregg Thomas

The 2002 Leadership Development Program (LDP) started off with a bang when selectees met at Kentucky Dam Village for a retreat Feb. 19. The convention center classroom was filled with anticipation as new inductees began a yearlong journey of learning and developing as leaders.

Participants for 2002 include Freddie Bell, LaNita Bonds, Emily Carr, Bill Debruyn, Kim Franklin, Sondra Hafling, Jeff Hancock, Mark Herd, Forrest McDaniel, Beryl Newsome, Jay Sadler, and Greg Thomas. Major Rich Shelton and Barney Davis represented the District senior/executive staff. Martha Kelley, Mary Fink, Susan Gordon, and Richard Smith represented Belmont University. Jody Stanton and Patty Coffey will serve as LDP coordinators for the 2002 class.

The group icebreaker was called the Vision Web and consisted of a game where participants sat in a circle with their backs to the center where sat a table. Each participant was given a string attached to one central hook. The object of the game was for the leader to instruct each person to work as a group to manipulate the central hook to stack a collection of cylinders. LaNita Bonds served as an

excellent leader/instructor. We learned to work as a team to complete a central mission in a timely and efficient manner.

The Belmont University staff presented a number of different topics on the first day. Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B) was the main topic of discussion, instructed by Professor Richard Smith.

People

Professor Smith explained the practicality of the FIRO-B test. "FIRO-B is a questionnaire, the answers from which allow you to measure how you tend to behave with others and what you seek from them. This information and its interpretation can increase your understanding of a number of important interpersonal issues, including conflict development and resolution, how you are perceived by others, and how to manage your social needs." (Consulting Psychologists Press, Inc., 1996)

Another highlight of the three-day retreat was the team building events presented by Maj. Shelton and Barney Davis. The first team builder involved a tinker-toy-like mechanical-looking "thing" invented by Barney Davis. Three groups had to do their best to replicate the "thing" in the shortest possible time. Emily Carr,

Bill Debruyn, and Forest McDaniel's mechanical minds excelled in this process until Davis inserted spies into the groups. That wasn't enough, so he moved certain individuals to different groups - what chaos!!

Later in the evening Maj. Shelton planned a game of cards, not just any game of cards, but a game that pitted groups named after popular sports teams, i.e. the Tennessee Volunteers, Vanderbilt Commodore, Navy and Army. Each team had four players and in each round two players would stay at home to defend their flags and two players would go and challenge a different team. The competition was stiff but the Vanderbilt Commodores cruised to victory. The winners will be served lunch by the losers at the next meeting at Belmont University. Both of the team building events proved both challenging and fun.

Instructors discussed other topics during the retreat; team projects, off-site visits to various industries, briefing techniques, creating a personal mission statement, and ingredients for a successful team, to name a few. The retreat permitted inductees a chance to learn more about each other, leadership/supervising, setting goals for the year, and more about themselves as individuals. □



The Plan for CorpsPath Completion

The booklet *The CorpsPath* was recently distributed throughout the Nashville District. This USACE initiative is designed to assist Corps personnel in working together better and more efficiently.

A key objective of CorpsPath is to bring all Corps districts and divisions even closer together as an organization. LTG Robert B. Flowers, Chief of Engineers, believes that, "Once all USACE members become familiar with CorpsPath, we will share a common language, sense of history, and approach to work life designed to help us succeed."

The program is presented in five focus areas containing 14 modules through an interactive CD. The focus areas and

modules are shown in the accompanying Roadmap. Field offices received CorpsPath on CD, and District offices can access modules on the LRN 02 intranet server.

All employees are responsible for familiarizing themselves with the focus areas, discussing each of them with supervisors, and participating in workgroup discussions. Supervisors and team leaders will lead discussions.

While the completion pace of CorpsPath by employees will vary depending on work schedules, final completion of this initiative is mandatory for all employees and the District Commander has set a goal of June 28. To meet that deadline, simply follow the Roadmap. □

Business Transformation is No Fairy Tale

by Ed Evans

One day in the land of Castlegate, the King gazed out his window of opportunity at the healthy, green countryside around him. On the surface, all seemed well in Castlegate. Construction and dredging projects were underway, flood control projects flourished, the lakes and rivers were host to fish and fishers, and recreational boats plied the waters along with commercial craft. All seemed well.

But the King knew there were difficult times ahead. There were bumps and potholes on Castlegate's road to progress, and the King knew there would be no survival without progress.

The King then consulted with his advisors who were highly trained yet unsure of the reason for the King's concern.

"Let us remove our signs of royalty," suggested the King, "and travel anonymously among the people. They can tell you better than I."

And so it was as they traveled about they began to sense all was not perfect in Castlegate. For example, at one stop they engaged a countryman in conversation about his job.

"I love my job," he smiled.

"So everything is perfect?" they asked.

"Well....," he paused.

"Say on, good fellow," they urged.

"Well," he repeated, "I love my job, but I'm never completely sure what is expected of me."

"You have no job description?"

"Of course I do, but that can't cover every situation. And we all do so many different things, it's hard to know exactly what is expected."

"And that bothers you?"

"I'm a professional," he said, "well trained. Not knowing, specifically

knowing, just gets in the way."

"We understand," they said, jotting down notes and moving on.

At another place they found a person greatly

pleased with her work, "but," she said and stopped.

"But what?" the King and his advisors asked.

"But there are so many different ways, different approaches, different mechanisms for taking the same measurements, for planning the outcome, for reaching conclusions," she explained.

"Diversity," they said.

"Isn't diversity of operations a good thing?"

"Not when you have several groups on the same project, separated by time and distance, as well as methodology."



"Different methodologies? How can that be?"

"Different methodologies because of

different disciplines," she said.

"You wouldn't expect an engineer to measure the tensile strength of steel rods the same way a biologist measures the impact of dwindling species in a stream, but the approach to planning is varied, as well. And therein lies opportunities for confusion, mismatched approaches, and misunderstandings."

"In what ways?"

"When we cross talk about major goals, objectives, strategies, measures and costs, my planning speaks of circular checks and balances that monitor and highlight possible delays, while others speak of descending modules and graduated input principles that require constant blue skies

Continued on Page 10

See Fairy Tale

A Look Inside PMBP

Making the new Project Management Business Process (PMBP) work for us requires that we reexamine how we work. It also requires changes in beliefs, role relationships, behaviors, attitudes and even our work culture.

Transforming who we are into a client-focused, team-based, forever learning corporate organization — the environment we need for the success of PMBP — will involve self-paced study, examination and discovery through CD-ROMs and the Internet, small group discussions, mentoring and coaching, classroom training, and a combination of these methods.

The four specific learning methods are:

a. **Self Study** — consists of a series of modules available on CD-ROM and Internet that deal with fundamental information (pertinent background, concepts, definitions, references to related regulations and policies), specific issues or

events. The materials will be designed as stand-alone pieces to provide the employee with information about the PMBP on an as-needed basis.

b. **Small Group Discussions** serve as the backbone of the PMBP communication effort by reinforcing key learning points of the self-study during team dialogues.

c. **Mentoring and Coaching** by managers, supervisors, more experienced team members, or others, providing insights about expectations, success criteria, and immediate expert assistance with a problem or situation.

d. **Formal Training Program** will be identified from a variety of sources to support and enhance the Self-Study curriculum components, in accordance with Individual Development Plans (IDP). Recommended formal training will be identified during the development of individual self-study components.

More information on the web at <http://pdsc.usace.army.mil/pmbp.htm>. □

The Corps Crowd

Congratulations to...

...Sam Ashworth, Old Hickory Lock, who married his college sweetheart Diane Cady on Feb. 17.

...Dana White, daughter of Janet Hines, Navigation Office Assistant, Navigation Branch, who married Bobby Turman in Gatlinburg on St. Patrick's Day. They are living in Murfreesboro.

... John Case, Supervisor, Regulatory Branch, on the marriage of his son Jeremy Case to Dana Newby. The couple was married at Madison Church of Christ on March 16.

Welcome to...

...Brock Jones, Park Ranger at Cordell Hull Lake, formerly a Co-Op Student at Lake Barkley for one year. Brock received his B.S. degree in Natural Resources Management from UT Martin.

Farewell to...

...Greg Smith, Park Ranger at Lake Barkley, who is taking a job with U.S. Fish and Wildlife Service, in Paris, Tenn.

...Jerry Denton, Supply Technician, who retired on Jan. 3. from Cordell Hull Lake. We wish him good luck and a much deserved retirement.

Get Well to...

...Retiree Bill O'Neal, who recently fell and injured himself. He has five broken ribs and a fractured collar bone and will be recuperating for seven to eight weeks. He is at home and would appreciate a card or telephone call. For his phone number and address, please contact the Public Affairs Office.

Sympathy to...

...the family and friends of Corps retiree Edwin Carnes, 90 years old, who passed away March 14. Ed was a U.S. Army World War II Veteran and an equipment operator for Lake Cumberland Resource Office.

...the family of Dow E. Williamson, Jr., Senior Mechanic, at Center Hill Power Plant. His father, Dow E. Williamson, Sr., passed away on March 9. The services were March 12. If you would like to send condolences to Dow and his family his home address is 150 Horseshoe Drive,

Cookeville, TN 38506 or you may send them to Center Hill Power Plant, 270 Lancaster Rd, Lancaster, TN 38569.

...The family of Tim Wright, Lockmaster at Fort Loudoun Lock, whose mother passed away on Sunday March 31.

...The family of Debbie Groghan whose mother, Anna Cox passed away on April 1.

Baby Brigade to...

...Mr. & Mrs. Wade Whittinghill on the arrival of their first grandchild, Edwin Whiteman Gramling IV, born March 13, weighing 8 lbs. 3 1/2 oz.

...Bobby (Ranger at Center Hill Resource) & Shirley Hayes, on the birth of their granddaughter, Rachael Savannah Hortert born March 20.

...Mike Patterson, on his new grandson born on Mar. 29, weighing 7lbs. 2 oz., 20 in. long.

...Lisa Boling, a Power Plant Operator Trainee IV at Old Hickory, and her husband Dave on the birth of their daughter, Meagan Isabella Boling. She was 6 lbs. 6 oz., and 18 in. long.

Thank you from...

...Greg Smith. "Working with the Corps, (almost ten years) has been a great experience affording me the opportunity to gain the knowledge, skills, and abilities to land my new job. To many close friends at

the Corps, I don't want to say goodbye, I want to say, 'See you around'. If I can be of assistance to anyone within the Corps, please look me up."

...Linda Hale who would like to thank all of her friends and co-workers for all their concern, cards, fruit baskets and prayers during her sudden illness. A special thank you for all those who donated leave during her continued recovery. She has been able to return to work part time and hopes in the near future she will make a complete recovery.

...Billie Boyd. "Thanks to Ed Evans for his professional handling of the news media and curious visitors during the towing accident at Cheatham Lock on Mar. 20. Thanks also to Cheatham Resource personnel for maintaining security and ensuring that only authorized personnel gained access to the project. This team work and professionalism made the task of cleanup/recovery much easier for the Lock and Powerhouse personnel involved." □

Fairy Tale

Continued from Page 9

and good weather, and interfacing becomes much like the horse put together by committee — a camel."

"Huh?" they pronounced in unison.

"Exactly," she said.

The King and his advisors then gathered in the King's Counsel Room, consulted their many notes, and immediately began to work on solving the problems they had heard described by their countrymen of Castlegate.

The result was a solution of process they called "The Answer," which the King immediately changed to "The Project Management Business Process, "lest no one believe it really is the answer," said the King, "and yet it is," he intoned. "If only the people will take the time to learn about it, incorporate it into their own many separate and special works, Castlegate will become a culture that truly meets the needs of the customer, works as one team, and adapts itself to new needs."

And so it was the new PMBP was shared throughout the land of Castlegate and everyone lived happily ever after ... except for a few soreheads who still wanted it called The Answer. □

EAGLEs Named

The following District employees were selected as the EAGLE (Employees Achieving Greatness and Leadership Excellence) Class of 2002. They will complete a curriculum established by Belmont University to help them build upon present leadership skills.

Michael Adcock
Joy Broach
Elaine Bustillos
Janelle Dickens
Joseph Faustina
Richard Graham
Troy Hawks
Jeffery Hitchcock

Melanie Leslie
Tommy Mason
Daniel Munoz
Mickie Porter
Steven Shaw
John Skinner
Owen Traugher
Mark Willis □

Dale Hollow Lauds Partners for Help with Project Phoenix Reforestation

by Dave Treadway

The Nashville District, U.S. Army Corps of Engineers, recently thanked four partners who helped reforest areas devastated by the Southern Pine Beetle. The Dale Hollow Chapter of the National Wild Turkey Federation (NWTf), the Friends of Dale Hollow Lake, Inc., students from Upperman High School in Baxter, Tenn., and Boy Scouts of America, Upper Cumberland District were presented 2001 Tennessee Recreation and Parks Association Volunteer Service

Awards.

The Dale Hollow Chapter of the National Wild Turkey Federation joined in partnership with the U.S. Army Corps of Engineers and the Friends of Dale Hollow Lake, Inc. in creating "Project Phoenix", a multi-faceted reforestation program for devastated lands adjacent to Dale Hollow Lake. Project Phoenix takes its name from a Native American Indian legend that the Phoenix is the thunderbird, believed to be a powerful spirit in the form of a bird. Through its work, the earth is watered, and vegetation grows.

Through Project Phoenix, the NWTf Dale Hollow Chapter will sponsor the planting of native hardwoods in pine beetle-damaged campgrounds and recreational areas at Dale Hollow Lake. In addition, Phoenix will also be providing habitat improvement by planting warm season grasses, winter wheat, and seedlings along the shoreline of Dale Hollow Lake. Native wildlife will benefit by the enhancement of habitat through better nesting cover, the improvement of summer brood habitation, and the creation of fall mast crops and winter foraging habitat.

Project Phoenix Coordinator Kim Passeretti led the effort to dedicate



Photo by Sondra Hafling

Dale Hollow Resource Manager Ronnie Smith, far right, presents a Certificate of Appreciation to Kim and Bob Passeretti with the National Wild Turkey Federation.



Photo Courtesy BSA

Ranger Sondra Hafling presents a Certificate of Appreciation to Larry Edmondson for coordination of Boy Scout involvement in the Lillydale replanting effort Oct. 27, 2001.

funds to a project that will enhance, create, improve and renew wildlife habitat, and in so doing, bring back the natural beauty of Dale Hollow Lake.

"There is no greater self-satisfaction," said Passeretti, "than to work alongside hard-working, committed people on a common goal that will impact the future."

According to Dale Hollow Resources Manager Ronnie Smith, little progress in reforestation and habitat improvement would have occurred without volunteer contributions from the Dale Hollow Chapter of the National Wild Turkey Federation.

The Friends of Dale Hollow Lake, Inc. is the vehicle by which the National Wild Turkey Federation processed donations and volunteer efforts necessary for the success of Project Phoenix. The success of the project was fostered by the generous contributions of volunteers and donations of funds. Students from Upperman High School assisted with the reforestation program at Lillydale Campground and constructed and installed multiple birdhouses and nesting structure within the park since so many mature trees were destroyed.

More than 120 Upper Cumberland District Boy Scouts assisted with reforestation at Lillydale Campground. On October 27, 2001, the dedicated youngsters spent a weekend, as part of their Fall Camporee, to dig, plant, and care for numerous balled and burlap native hardwood trees. □

Retiree's Corner

The March 20 retiree's luncheon at the Piccadilly Restaurant in Madison, Tenn., was well attended. Mark your calendar for October 16th, the 3rd Wednesday in October 2002, and join them. They hope to have on the agenda the District Engineer or Deputy District Engineer.

The Madison group was joined, for the first time, by retirees Harold Knox, Al Payne, Janie Billingsley, Mary Smeykal, Allene Russell, Don Reddick, and Jasper Neely.

March's program featured the Nashville District's work in New York City in support of the World Trade

Center cleanup and recovery effort. Ken Laster and Mike Swing, who both worked on the team which spent three weeks providing an Emergency Operations Center with the District's Rapid Response Vehicle, presented an excellent program. Attendees were thrilled to hear first-hand what was involved in the recovery work. The retirees were very appreciative and proud of the Nashville District representation in New York City. Hobart Parish recommends that Corps retirees check on the great deal offered by the National Association of Retired Federal Employees (NARFE). He says membership carries many benefits. □

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Nashville District
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Early District Boats Suited for Variety of Missions

by Jim Siburt

During the forty-year period from 1888-1928, the District constructed a system of fifteen navigation locks on the Cumberland River system, completed a series of lateral canals and locks around the Muscle Shoals on the Tennessee River and built Wilson Dam. Simultaneously, they performed an endless routine of channel dredging, rock blasting, snag clearance and hazard removal. At the forefront of these efforts were the vessels and men of the District Floating Plant.

Beginning with four vessels, the District Floating Plant, encompassing Nashville and its satellite districts in Chattanooga and Florence, Ala., grew to 166 vessels of all types by 1920. Corps employees built many of these boats at yards in Muscle Shoals and Florence. Supporting this array was a complement of dry docks, sawmills, carpenter and blacksmith shops. The principal working vessels included dredges, steamers, derrickboats and drill rafts.

Working on the boats was an arduous and dangerous occupation. On occasion, when enough funds and men were available, vessels labored sixteen hours a day. The "river men" exhibited a rugged, self-reliance; an ability to adapt, improvise and overcome obstacles, that endures to this day. □



April District History

April 12, 1780 - Settlers ascending the Cumberland River arrive at the mouth of the Red River and found a settlement that becomes Clarksville, Tenn.

April 1865 - Major Wilbur F. Foster, Confederate Engineers [later of the Foster Creighton Company] arranges the escape of the Confederate government from

Richmond, Va.

April 1, 1918 - Satellite district established at Florence, Ala., to manage the construction of Wilson Dam.

April 1936 - The Nashville District steam towboat *Warioto*, transports the 317th Field Artillery and 310th Cavalry (U.S. Army Reserve units) to Lock A, Ashland City, Tenn. □